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4 January 1954

MEMORANDUM FOR: DEPUTY DIRECTOR/PLANS
DEPUTY DIRECTOR/INTELLIGENCE
DEPUTY DIRECTOR/ADMINISTRATION
ASSISTANT DIRECTOR/COMMUNICATION
DIRECTOR OF TRAINING

SUBJECT: Human Resources Program

1. I have expressed to you personally my active interest in a concerted effort to improve the quality of supervision throughout the Agency.

2. During the period, 1 - 8 December, a representative group of senior officials of the Agency--including the Acting DD/A, the Chief of Operations and the Staff Chiefs in DD/P, the I.G., four Assistant Directors, other senior staff personnel and myself--participated in the 4 1/2-hour initial phase of the Human Resources Program.

3. This Program has my strong endorsement. It is a valuable contribution to the general Agency-wide endeavor to improve supervision. I believe that it is extremely important at this time that all senior officials participate in the Human Resources Program to insure a community of understanding regarding management objectives and to facilitate united action to improve management.

4. Arrangements for the participation of senior officials in the Human Resources Program should be appropriate to the specific requirements of major organizational components. In some instances, senior officials find the program more functional to their needs when it is conducted within a general component; in other cases, senior officials will get more out of the program by participating in meetings which include top management personnel from other segments of the Agency. I know that it is planned in DD/P to conduct meetings for the Area Division Chiefs and their Deputies within DD/P.

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5. For those who can profit most by participating in a Human Resources course organized for top management personnel from across the whole Agency, the Director of Training is scheduling one presentation of the 4 1/2-hour initial phase of the Program each month until all senior officials will have had an opportunity to attend such meetings. The course will be conducted by Mr. [redacted] Chief of the Management Training Division, OTR. It is assumed that senior officials who do not attend meetings organized on an Agency-wide basis will wish to participate in the Human Resources Program as it is scheduled within their respective organizational components.

6. It is planned eventually to include in the Human Resources Program everyone in the Agency who supervises anyone else.

7. A course announcement of the January Human Resources Program for senior officials from across the Agency will reach you within a few days. Request that arrangements be made through the appropriate Training Liaison Officers for whatever further information may be required and for opportunities for your senior personnel to attend a 4 1/2-hour Human Resources course as soon as possible.

SIGNED

C. P. CABELL
Lieutenant General, USAF
Deputy Director

Distribution:

One copy to each addressee

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1 - Exec. Reg.

2 - [redacted]

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HUMAN RESOURCES PROGRAM

The Human Resources Program has been developed by the Management Training Division, Office of Training, as a basic supervisory training program to assist members of the organization with management responsibilities to make the best and fullest use of the individuals under their supervision.

This program consists of four one hour group meetings for each particular group of supervisors, with preferably not more than eighteen in a group; a one-half hour interview with each supervisor; and a follow-up one hour meeting approximately every eight weeks in the future.

It is proposed that the Human Resources Program be instituted Office by Office until complete coverage of the departmental staff of the organization has been achieved. All group meetings are conducted by a member of the staff of the Management Training Division but the program is intended to become integrated with the normal operations of each organizational unit in which it is established.

The program will not be commenced in any Office of the organization until an appreciation meeting of approximately one hour has been held with the top policy staff of that Office. It is essential that this program have the strong and intelligent endorsement of the Office Head and his staff before it is instituted in any Office of the organization.

Organization of the Human Resources Program

| | | |
|--|--|-------|
| Group Meeting #1 | <u>Management in the Federal Service</u> | 1 hr. |
| Objectives, incentives, and measuring sticks in Government Foreign affairs agencies; substantive vs. administrative functions This organization. | | |
| Management: getting work done through people the development of people supervisory, administrative, and executive functions. | | |
| Discussion of management problems from the experience of the group | | |
| Five functions of management | | |
| Five key principles of management | | |
| Assignments for $\frac{1}{2}$ hr. conferences and for next group meeting. | | |

Individual Conferences

$\frac{1}{2}$ hr. x the number of supervisors

A one-half hour individual conference with each supervisor is scheduled after the first group meeting. In preparation for this conference, the supervisor usually notes on a 3x5 card for each individual under his immediate supervision the following information: length of time in the organization, length of time in the unit, demonstrated strengths of this employee, apparent weaknesses of this employee, action taken by the supervisor during the past twelve months to assist this employee to achieve greater efficiency.

Group Meeting #2 Management Principles and Problems 1 hr.

Management problems noted to date

Five functions of management in review

Five key principles of management and their application here

The effective manager in Government

Assignment for the next meeting.

Group Meeting #3 Developing a Strong Team 1 hr.

Under what conditions do people do their best? How do we get the best out of people?

Discussion of the meaning of democratic administration

Judging the effectiveness of management

Assignment for the next meeting.

Group Meeting #4 An Action Program 1 hr.

Review

Concrete suggestions for improving management in the organization

Plan for the first follow-up meeting.

This compact program is designed to focus attention upon the human relations factors that are basic in effective management, and to serve as the foundation for other supervisory training programs that may be developed to meet specific needs.

END

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